

Executive Registry

77-4949/1

P-1.9.1

6/24/77

14 July 1977

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MEMORANDUM FOR:

SUBJECT : O/DDCI Comment on MAG Recommendations

We have been asked to comment on four MAG recommendations to the DCI (11, 12, 18 and 30 in "Recommendations Summary" of June 20). I am providing a copy of this memorandum to the DDA who has been given the action on furnishing comments on all of the recommendations to the DCI through the DDCI.

Recommendation 11: Examine the desirability of using closed-circuit TV/video-taped presentations for the DCI to communicate better with Agency personnel.

Comment: Closed-circuit TV and video-taped recordings do provide an additional technique that can be used by the DCI in communicating with Agency personnel. The best use of this channel is for bringing to all employees (including field staffs, where feasible) a prompt replay of meetings at which the DCI makes statements of general interest.

As a direct address system, this technique has very serious limitations. Where a President of the U.S. can justifiably use the medium of TV for a fire-side chat, the DCI deals with a much smaller and more concentrated audience, and a televised presentation emphasizes rather than eliminates distance and aloofness.

Recommendation 12: Expand "Notes from the Director" to provide a forum for timely, forthright, factual accounts of initiatives, programs and options under consideration, etc. Include recognition of recent Agency accomplishments.

Comment: I see nothing in this recommendation that is inconsistent with the DCI's use, current and projected, of "Notes from the Director". The spirit of the recommendation, i.e., that the "Notes" should be as informative and as constructive as possible, is fundamental to the concept of the "Notes".

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Recommendation 18: Strengthen the DDCI's (or any other appropriate officer's) role in clarifying and expressing your aims to employees.

Comment: Certainly the task of clear and meaningful communication between the DCI and Agency personnel is shared by the DDCI and other senior officials. This is a fundamental management obligation for the DCI, not a needed organizational move.

Recommendation 30: Consider forming a centralized office of Executive Liaison to coordinate interagency cooperation.

Comment: We view interagency relations as falling into two distinct categories:

1. Relations with national security agencies;
2. Relations with other cabinet level executive agencies.

The former is, of course, handled within the intelligence community structure. Centralized responsibility for the latter is lodged, with the DCI's approval, in the office of the DDCI.



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cc: DDA

Date: 24 10 1977

TO: Deputy Director for Administration
FROM: Executive Assistant to the DCI
SUBJECT: Recommendations Summary

17-3672

REMARKS:

Attached is a list of the recommendations provided to the Director by the various MAG groups. Those with the check marks have either been accomplished by the Director or need no further analysis for his decision on implementation.

Would you please provide a pro/con summary on the other recommendations for the Director's decision? *



Attachment

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* and forwarded via DDCL,



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cc DDCL

ACTION

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20 June 1977

RECOMMENDATIONS SUMMARY

- DD/PT
1. Set up a small office of Personnel Policy under the DDCI to establish overall personnel policy, monitor adherence, and handle career management of employees:

GS-14 and above; on rotational assignments;
on detail to other agencies

and directed by an individual appointed from outside the Agency.
 2. Make promotions of lower grade professionals more competitive to reduce the GS 14/15 bottleneck/bulge.
 3. Reduce the number of managerial positions and layers to make room for specialists (persons not motivated for management careers but possessing special skills) at higher grades.
 4. Relax time-in-grade standards for promotion.
 5. Shift responsibility for job specification/grade level definition from Position Management and Classification to the local manager. Paper work
 6. Expand use of Civil Service Commission practice of the double-jump promotion at the lower professional grades. Paper work
 7. Reestablish/formalize a three year trial/probationary period for all newly hired employees. FACT
 8. Disseminate more widely career-planning data, especially regarding ceilings, promotion rates, etc.
 9. Examine the possibility of setting up distinct panels involved in evaluation and career planning for employee pool (GS 14/15) from which future supergrades will be drawn.
 10. Examine the desirability of developing procedures for disposition/handling of the lowest-rated employees. 7/1/77

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11. Examine the desirability of using closed-circuit TV/video-taped presentations for the DCI to communicate better with Agency personnel. *ACTION ON SECURITY*
12. Expand "Notes from the Director" to provide a forum for timely, forthright, factual accounts of initiatives, programs and options under consideration, etc. Include recognition of recent Agency accomplishments.
- ✓ 13. Reach out personally to Agency employees, e.g., walk-through tours of offices; receive personalized presentations by individuals.
- ✓ 14. DCI lunch with employees occasionally.
15. Prepare comprehensive package of recommendations on personnel promotion and specifically how to improve personnel flow (assigned by DCI to DDA MAG). *IN TRAIN*
16. Distribute "Notes from the Director" to every employee. *11/3*
- ✓ 17. Do not rely on staff meetings to communicate significant items to employees.
18. Strengthen the DDCI's (or any other appropriate officer's) role in clarifying and expressing your aims to employees. *?*
- ✓ 19. Continue to use MAG's as a vehicle for 2-way communications.
- ✓ 20. Provide better feedback to analysts on briefing drafts, how product received, future needs, etc.
- ✓ 21. Consider improving analysts ability to adequately support you with background data by taking substantive specialists with you to some briefing sessions or holding periodic seminars with them.
- ✓ 22. Reform the process by which DCI requests are transmitted to the working level (to reduce distortion) and returned to you (to reduce undue formalization, coordination, time consumption, etc.)
- ✓ 23. Provide ready access to someone on your staff to clarify requests when necessary.

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- ✓24. Coordinate last minute additional items/alterations for the PDB (except minor editorial changes) with a representative from the appropriate office.
- ✓25. Fully coordinate all DDO contributions to current intelligence products.
26. Coordinate papers submitted to non-Agency consumers that deal with topics for which more than one office is responsible.
- ✓27. Solicit cooperation of other departments/agencies in providing access to data to Agency analysts.
- ✓28. Seek extra-Agency feedback on products. (ex. biographic reports)
29. Consider CIA policy of circulating to other departments/agencies a list of forthcoming publications. Request they reciprocate.
30. Consider forming a centralized office of Executive Liaison to coordinate interagency cooperation.
- ✓31. Encourage more intelligence analysis and production by CIA without coordination with other agencies.
- ✓32. Reduce the number of interagency intelligence products.
33. Use the NIO system to produce a community product only when a coordinated view is determined to be absolutely necessary.
- ✓34. Prohibit parallel text containing dissenting assessments after approval of the final draft of an interagency paper.
- ✓35. Reiterate your invitation to send to you questions, issues, and suggestions.
36. Give the Suggestion Awards Committee sufficient authority to act on suggestions so that it does not serve only as an intermediary between the "suggester" and the component affected by the suggestion. *DD/14*
37. Eliminate the practice of awarding people for suggestions that should be considered integral parts of their jobs. *DD/14*

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38. Support the MAG groups which are trying to solve the smoking/non-smoking area problem.
39. Develop a systematic managerial development program to ensure individuals are trained in appropriate managerial skills before progressing to the next managerial level.
40. Expand the Directorate-level management intern program to the office and group levels, giving potential managers opportunities for additional administrative experience.
41. Consider a managerial career service, enabling people to be evaluated and promoted on their managerial skills.